

Agenda – TMN Meeting #35

Meeting topic: **Technology Project Valuation**

Date: Wednesday 3rd and Thursday 4th October 2012

Venue: Eni offices: Via dell'Unione Europea 3, (Sala Nirvana), San Donato Milanese, Italy
Tel: [+39] 02 5201

On arrival please report to the Via dell'Unione Europea 3 building. Your names will be on a list, and you will receive instructions on how to reach the meeting room (Sala Nirvana)

Eni contact: Thomas Lockhart, Eni [+39] 02 520 59020/ Patrizia Saltarelli, [+39] 02 520 64625

OTM contact: Chris Dudgeon, OTM Consulting, mobile [+44] 7810 544495, office [+44] 1483 598000

Hotel: Crowne Plaza Milan Linate, Via Adenauer 3 - 20097 San Donato Milanese (MI),
Tel: [+39] 02 516001. Room rate: €146 per night

Please contact OTM if you would like them to book a room for you

Travel: Either via Milan-Linate Airport (LIN) (5km to Hotel; Taxi takes 10 minutes/ €25.00);
Or via Milano Malpensa Airport (MXP) (70km to Hotel; Taxi € 110.00);
Local 'Metro' Station: SAN DONATO; (1km to Hotel (10-15 minutes walk)

Dinner: Ristorante Bice, via Borgospesso 12, Milano, Tel: [+39] 02 7600 2572

| Day 1 (Wednesday 3rd) | | | |
|-----------------------|--|--|-------------|
| 1 | Welcome, introductions and objectives/ agenda | OTM/ all | 09.00 |
| 2 | Keynote presentation by host | Eni | 09.30 |
| 3 | Round table sharing of successful practices/ case histories etc. related to meeting topic (see briefing notes on attached sheet) | All attendees | 10.15 |
| | Coffee | | 10.45 |
| 4 | Round table sharing (continued) | All attendees | 11.15 |
| | Lunch | | 12.15 |
| 5 | New Project Proposal | | 13.15 |
| 6 | Thought-piece by External Speaker | Andrea Aparo, Ansaldo/ Finmeccanica | 14.00 |
| | Tea | | 14.45 |
| 7 | Round table sharing (continued) | All attendees | 15.00 |
| | End of day 1 | | 17.00 |
| 8 | Dinner | | 18.00 |
| Day 2 (Thursday 4th) | | | |
| 9 | Further round table discussion and conclusions | All attendees | 09.00 |
| 10 | Open-Oil discussion | All attendees | 11.00 |
| 11 | TMN future plans – meeting topics etc./ Any other business | All attendees | 12.00 |
| | Lunch | | 12.30-13.00 |

Presentation and Discussion Guidelines

As has happened so successfully at recent TMN meetings, all TMN members attending the meeting are encouraged to present briefly on their company's practices/ lessons learnt relating to the meeting topic.

Regarding the meeting topic, and areas to address in your presentation and discussions, the meeting topic will be '**Technology Project Valuation**'.

Based on the topic, please address the following areas in your presentation:

- How do you define the overall nature of the value expected from an R&D project?
- How do you estimate the potential financial value of R&D projects?
 - Do you estimate the value of all projects within your R&D portfolio?
 - What metrics do you use?
 - How often do you update this valuation process?
- How is 'intangible' (strategic) value handled?
 - e.g. aspects of value that cannot be meaningfully quantified in financial terms, such as HSE
- How have your company's practices in technology project valuation changed in the last few years, and how are they likely to change in the next few years?
- How is 'probability of success' estimated, and does this differ from 'risk'?
- Do you feel that attempts to estimate the 'financial value' and 'risk' of R&D projects are worth the effort?
 - What are the limitations of such approaches?
 - How do you balance accuracy of data with time and effort required to generate it?
- If you do make the effort to value technologies / R&D projects, how are such data USED (e.g. R&D project selection, or as a metric for the technology function)?